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Procedia - Social and Behavioral Sciences 207 (2015) 50 – 58

Procedia
Social and Behavioral Sciences

11th International Strategic Management Conference 2015

Study Of Organizational Life Cycle And Its Impact On Strategy Formulation

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Abstract

Internal and external factors are examined in formulating the organization's strategy to identify opportunities, threats, strengths and weaknesses, and to determine the organization's different goals and strategies at different levels based on them. Organizational lifecycle chart with four general stages including creation - infant - adolescence and senility is one of the best tools that can indicate the current status of the organization by studying the organizational behavior, and contribute to better development of strategies, marketing and financial plans, etc. Disregarding the organizational lifecycle chart by the executives is one of the issues that impede the satisfactory implementation of the related strategy. In this study, we examine the life of the organization and its impact on formulation of the strategy. The research population consists of the banking system of Iran and the statistical sample is the experts of Iranian banking system, and a standard questionnaire was used to collect data. At first, we examined the position of the two organizations and in the comparison of the two organizations, we have tried to express the problems and conditions governing the organizations and deal with the importance of organizational life. Assessment of the life cycle of two Iranian banks and analyzing their position in each of the stages of life cycle and providing practical solutions are important result of the research.

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Peer-review under responsibility of the International Strategic Management Conference

Keywords : Organizational Life Chart; Strategy Formulation; Organizational Position; Business Management

1. Introduction

In the contemporary turbulent world where environment changes have proven a rapid growth, the management of various organizations cannot be uniform with regard to the circumstances (Zomorodian, 1998) Today, countries are so linked and interdependent in the fields of manufacturing, industry and commerce that no state can become successful in the

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international markets without new methods of management, which have gained strategic aspects (Bowman, 1995). Thus, every organization needs a strategic program. This program is ongoing and developing as a continuous work program (Jafari et al., 2009). Strategic management of the art and science of formulation, is the implementation and evaluation of decisions that accompany the organization in achieving its goals (Porter, 1999). Developing the strategy is the identification of opportunities, threats, strengths and weaknesses of the organization that are investigated through common tools including SWOT matrix. Following that, the mission and vision of the organization are determined, and with the help of various tools, internal and external factors are determined and based them, strategies and goals are determined at all levels of the organization (David, 2011). With a review of the past and deliberating on the ideas of the great, the importance of formulating the strategy in organizations becomes more and more evident. George Steiner, management professor and a co-founder of the California Management Review in 1997, pointed out the importance of the strategy formulation in his book *Strategic Planning*, and considered that as a series of activities necessary to achieve organizational goals to help executives. Henry Mintzberg, one of the renowned scientists in management, in the book “the Rise and Fall of Strategic Planning”, in 1994, summarizes the strategy in four main principles:

“The program that moves the organization from a point to a more favorable is a paradigm for the actions taken over time, and a position for the organization; as an example, decisions to introduce special products in a special market and the attitude that refers to the prospect ahead. Michael Porter Professor of strategy at Harvard defined Strategy in an article titled “Harvard Business Review”, as selection of different series of activities to deliver a unique value. It would be possible to consider a more accurate plan for the future of the organization using strategy and the tools to formulate it (IFE, EFE, PEST, etc.); a future, characterized in light of the current state of the organization.

Lifecycle Chart is a method that helps better understand the current state of the organization. All beings in life, including plants, animals and humans have life cycles continuing from birth to death. These creatures are born, grow to reach old age and eventually die. According to the life-cycle theory, firms and businesses also have a life cycle in each step of which they adopt different policies. In other words, it indicates the growth and aging of businesses based on their controllability and flexibility. Businesses are so flexible in their youth (growth stage), but are uncontrollable in most cases, and finally, the ability to control will decrease with aging (the fall) (Adizes, 2011). With the need for organizations to have a long-term program that will bring them to a better point than today, and the impact of this situation on how to formulate the strategy, it would be necessary to provide a better strategy, marketing plans, patterns of behavior and human resources, cash flow and overall financial impact on business management, so that to attract managers to review their organization on the life chart before formulating the strategy. Of course, the progression of organization from one stage to another will not be easy, so we need leaders and managers who can help the organization grow and develop and prevent aging through bringing about balance (Adizes, 1999). Problems are natural results of changes. Following changes in every stage of the organization, we will face small and large challenges that can be classified into two normal and abnormal categories according to status conditions of the organization. The success of organization members in solving the problems and challenges helps the organization better prepare to face bigger problems in the future. So, the more the changes made towards growth and development of the organization, the more the problems. As a result, managers must be prepared for the sudden and abnormal challenges. Hence, it is necessary to focus all their ability on the ability to organize, and through timely decision-making in different situations, they can contribute to the progress of organizations, create value and competitive advantage among its competitors.

2. Literature Review And Hypotheses

With an overview of the activities and the articles collected in the context of the life cycle, once again we note that important factors will affect each of the stages of the life cycle. (Jamshid Nazemi and Ali Bagheri, 2011), in an article titled "Organizational life cycle and IT growth stages theory", referred to the development and application of "Safa" (Information Systems / Information Technology) at the present time, and considered its use as part of the business requirements. The alignment and coordination of IT with the requirements of business affects the efficiency of management in organizational life spans. Organizations take different attitudes to the use of IT in different periods, and their facing with unique challenges lead to similar experiences in the utilization of information technology in each of the stages of life. The role of Safa and its development in organizations has been of interest to researchers, and its development using hierarchical model (Anthony, 1965) is one of the first analytical models in this regard (Nolan, 1973). (Sian Oun and Alfred Iason, 2009), in their article "The life cycle of the organization and M & A activities ", referred

to significant positive correlation between the amount of the transactions and the revenue of the organization and the negative impact of tenders on the organization's life cycle. (S. ShamsAldin Alizadeh, et al, 2008), in an article entitled "The Life Cycle Model of the organization and its Application in Strategic Management HSE" refers to the importance of the life cycle of the organization in HSE Management System and notes that through determining the status of the organization, it would be possible to obtain the measures to be used in the future for the establishment, implementation and maintenance of the systems. (Fereshte Asghari and Mohammad Bagheri, 2013), in the article "Study of coordination between the business strategy and market orientation under LC", studied the present variable and uncertain conditions of the organizations to come into development and noted that in this condition, not only the organizations should expand their tangible and intangible resources and internal capabilities, but should respond to environmental changes by further attention to the environment and by enhancing their competitive power, strengthen their position among the rivals. Constant environment changes threaten the survival of organizations in different forms. Market orientation, as a strategic approach can enhance the performance of the organization. Market orientation is learning about the market and using it in marketing efforts. As a corporate culture it often provides acts necessary to efficiency and effectiveness and by establishing a clear understanding of customers, business organizations and business environment, makes it possible for the enterprises to gain necessary behaviors. The efficiency of the company is meant as the organizational elements and their levels of compliance with marketing strategy and environment that is divided to three categories including organizational structure, strategic behavior of the organization and the main pattern of the organization (Kottler, 2007). Results indicate that the organizations will benefit from a prospector strategy to introduce their products and have a strong presence in various markets. Organizations that are in the growth phase and want to maintain their market share and dominance use an analyzing and marketing strategy. In mature stage, organizations with a distinction-oriented strategy differentiate their product or brand and take a series of market orientation measures aimed at persuading customers to buy again, increase customer satisfaction and loyalty, and protect their position. At the fall stage, with the decrease in sales, the company's expenses increase. Therefore, to reduce the cost and asset base, with the implementation of policies such as the sharp drop in the price of their product or through further extended operations with the aim of driving out the weaker competitors they can maintain or even increase their market share.

3. Methodology

The paper made is analytical with respect to the content and with the aim of improving the structures and patterns used in the science of strategy and development of practical knowledge in the study of organizational life and its impact on strategy formulation relying on fundamental research and past papers is classified as a practical paper. In this study, a standard questionnaire containing 76 questions was used to gather information. Given the specialized nature of the subject, the questionnaire was filled by five experts from each of the two public and private banks, and the results were analyzed with reference to the key of questions.

4. Organizational Life Cycle

Given the importance of the organization in organizational life chart and its direct impact on strategy formulation and the executive procedure of the organization, we have tried to double the importance of this issue by proving the importance of all aspects and through analysis of samples. The most ideal situation to measure the progress of the organization would be its output, which has a more considerable importance than employment and sales (McDonald et al, 2009). Life cycle theory, also applies to cases such as products, market, technology, and industry. Therefore, by positioning each of these factors in the curve, we can have a clear picture about the measures to be taken in the future.

It should be noted that several factors such as mission of organization, technology, organizational structure, corporate ownership, market status and many other factors are directly involved in the formation of each of the stages of lifecycle of the organization (Ahmadi, 2010). Strong marketing programs to sell most of products and keep customers are one of the achievements in this direction. Many executives believe that the company should not have to pay expenses at every level of profitability to attract every customer, but it should spend its limited resources to catch and keep key customers optimally (Blatberg, 2001). paying attention to the customer and his values is a factor regarded by the organizations and can be achieved through a formulated plan. Impacts of comprehensive management approach on customer-orientation, participation and creativity of staff, enhancement of organizational structure, reducing costs and increasing efficiency

and profitability have been proven through comprehensive investigations (Malayeri et al., 2013). Executives try to keep the organization at growth level and move it toward maturity. The shorter the time between growth and maturity, the higher the importance of R&D activities (Adizes, 1979). The rate of delegation in the organization is one of the most important factors involved in management and has a direct relationship with organization lifespan. According to the studies, delegation can be both natural or detrimental (Adizes, 2004). With the help of delegation, the organization moves from rapid growth to maturity. Accelerating the decision making and allocation of more time for strategic planning and creation of policies are some of the benefits of delegation (Rasooli, 2013). To identify the position of the organization on the curve of life, first, it is necessary to identify the major features an organization has in various stages of its life cycle. To do so, first the key factors that change during the transition of an organization through its lifespan and through which the organization change should be specified. For this purpose, by checking the previous models and using the ideas of experts, all the factors affecting the transition of the organization have been collected and classified according to common points (Dr. Sirous et al, 2002). The factors are listed in Table 1.

Table 1: Factors influencing on the transition of organization through different stages of its lifecycle

Providence	Risk taking
entrepreneurship	Conservatism
Predictability and control	Permission for doing new works
Human Resources	Creativity and innovation
Criteria of evaluation and hiring staff	Efficiency and effectiveness
responsibilities and powers in organizational structure	The flexibility of the organization
organizing and Mechanization	Goal setting and planning
funding and liquidity	Control of management on the organization
product or service	Consequences of changing the Leader
sales and market share	Public space and the organization environment

As mentioned, organizational life chart is composed of four general stages among each of which there is a special stage with differentiated features. With the choice of an idea, the organization is created; a new step that requires commitment and risk taking by the founder. It is important to bear in mind at the beginning of the route that if the founder establishes the organization only with the goal of creating a successful return on investment and profitability, he will not be successful, because return on investment is seen as a constraint and not a driver. This makes the founder disappointed; However, if attention is also paid to meeting the requirements of people and the rate of demands as well, he would seek gaining experience and achieve correct solutions. This would have a positive effect on gaining the given profit. As a result, with the transition of organization from growth to the fall of quality, the quality of profit increases (Reza Gholi, 2013).

After acceptance of a level of risk, the organization enters into the infancy stage and it is tries to change the ideas into reality by appropriate liquidity and higher sales. During the cycle, changing parameters such as Initial instability, anxiety, awareness, acceptance of change, integration, etc. become obvious especially in infancy (Max Maher Shora, 2006). Sufficient liquidity and sustained commitment of the founder is very important at this stage. Costing system based on activity of 105 companies indicates that the liquidity management during growth and maturation is considerable (kalonki et al, 2008). Also the investment of investors at any stage of the lifespan of the organization affect the

management system of the company particularly at growth and development stage (Silvola, 2008). When the transactions with customers, cash flow, access to raw materials and production are balanced, it will be prepared to enter the phase of rapid growth. This is an opportunity to turn ideas into action. At this course, the organization can not only survive but can also develop, no lack of liquidity is felt, and sales are increased. These conditions can lead the founder to pride and to forget the problems of infancy. In such circumstances, priorities of the organization will be numerous. The manager seizes every opportunity.

According to Adizes in the book "Genesis and mortality of organizations", it should be considered that many priorities means no priority.

The features of this period include the one that the organization acts in the events in a reactive way, the opportunities run the organization and division of tasks is done based on the availability of people. At this level, the delegation is one of the things that is hardly done due to the pride or lack of confidence by the founder, and there is the possibility of emergence of traps by the founder. But it is possible to delegate to various sectors and to identify the path, in order to enter a period of puberty. At maturity, the organization will continue to operate independently of its founder. The company must change their goals from "more is better" to "better is more". This means that a series of continuous and formulated activities must be done (Adizes, 1979). Responsibilities, powers, regulations and written rules must be clearly defined. Following the delegation of powers and formulation of regulations, sometimes contradictions emerge, respect and trust between individuals fade, and even leads to creative and innovative people's leaving the organization. Lack of proper behavior paradigm leads the organization to a state of premature aging. After passing through this period, the organization enters a stage in which it has the maximum potential. This is an optimum point of the curve of the organization in a position between controllability and flexibility. Under these conditions there is a perfect balance in the organization. Lack of trained staff may be felt. However, it should be noted that evolution does not mean reaching the peak, but it means that the organization is growing. Evolution is a process not a purpose. Stability is the first period of senility in an organization. The system has reached its final growth. Not much passion and entrepreneurial spirit and change will be seen, and because of the prolonged period of stagnation, the organization is forced to enter the aristocracy. At this stage, financial resources are spent to control the profitability system of the organization. Common procedural matters of dress, titles and traditions prevail. With observing loss of market share, profits, etc., the organization enter its initial bureaucracy. Under these circumstances, conflicts and suspicion within the organization rise and people look for answers to the question "Who is guilty?"

In the end, gradually the affinity of the organization with the environment decreases and the lack of control is felt and bureaucracy and death arrive. Thus it becomes clear that what is desirable in one period of the organization may prove unjustified in others. Adizes defines four essential roles for the survival and continuity of the activities in the course of organizational life and believes that these roles will lead to a change in the quality of the decisions of the organization. By decision quality it is meant that after its entry into force, the organization becomes efficient and effective in the short term and long term. These roles include: (P) pragmatic role in the organization that represents the effort to accomplish the organization's purpose; (A) is to manage organizational administration that is synonymous with the creation of the system, regulation and planning. (E) entrepreneurial role and trying to survive, which means creativity and risk taking instead of reactive behaviors in to changes toward the environment. (I) Integration and cohesion of the organization, which represents an attempt to gather and integrate activities and create a common culture. PAEI roles listed on life curve determine important roles at any stage of organizational life cycle in accordance with the definitions. Every character of PAEI in capital letters means its emphasis and importance at that stage, and any small character indicates the faded role at the related period.

5. Data Analysis

5.1. Bank A

According to information obtained from the questionnaires, bank A has passed the creation and childhood period and considering the existing conditions, it is at the stage of rapid growth; a condition in which the ideas have got close to reality. The organization has caught liquidity and the rate of sales would increase, and in addition to continuity of life,

the organization has got the possibility to develop. The founder becomes proud because of his progress, liquidity and higher sales. Measures should be taken to regulate the organization and prevent the founder trap, See Fig. 1.

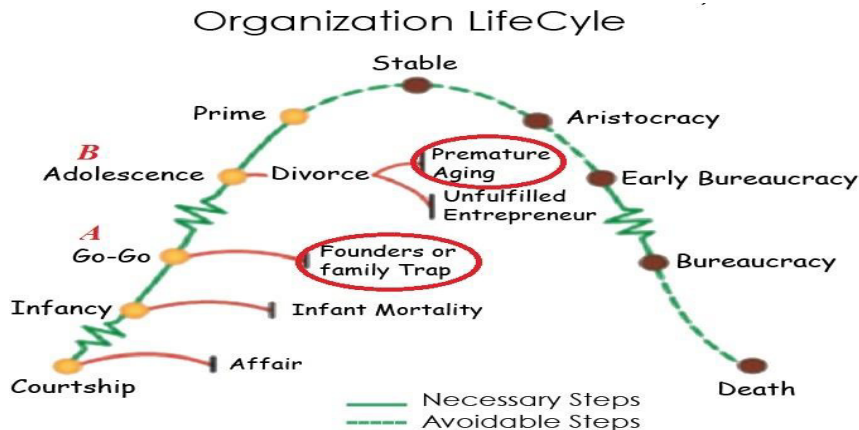


Fig. 1. A and B Bank Position On Organization Life Chart

5.2. Bank B

According to the results of the questionnaires, Bank B is at the stage of maturity of an organization; an important and necessary step that if it is ignored, it may lead to lag. On the other hand, by awareness of the existing conditions, the stage can be set for entry to the next level. At this stage, the organization is subject to a rebirth independent of its founder. Instability in the organization, mal-coordination in incentive systems increase in this period. The appearance of conflicts between the partners and the decision makers at this stage is quite natural and with a regular administrative system and efficient management premature aging can be prevented.

6. Comparison Of Life Cycle Between Two Iranian Bank

Bank A's liquidity and position is rising by its passing the rapid growth stage. Conditions appear to be ideal situation, and this leads to pride in the founder. He seizes every opportunity to attract the market and invests. Forgetting the problems of childhood, doing something different and lack of priority are the problems found at this organization. That is at the same time that the bank B is experiencing a rebirth with reaching the stage of independence from its founder. In addition, the organization has no problem in terms of liquidity. Effort is made to rely on written instructions and planning in order to achieve a more objective assessment of potential opportunities and choices and, if necessary, the organization will invest. By examining the answers of respondents, we come to the conclusion that Bank A acts in a reactive way and Bank B acts based on predefined planning. This has resulted in that Organization A is controlled by the environment and does not put itself in good condition through planning. On the other side, the planning and executive procedure of Bank B has made the environment controlled by the organization. Referral of tasks at Bank A is based on access to people and at Bank B based on the merits. Delegation is the process of transfer of responsibilities to lower levels of the organizational hierarchy and making commitment in the employees to do their duty, which may be making decisions or implementing decisions. When the task is to implement a decision that has already been adopted and the given power is tactical in nature, it is called delegation, and if the task involves making decisions and doing the work, it is decentralization.

By delegating the power and creating the hierarchical process, Bank B allows decision-making by each section, but by reviewing the situation in Organization A, we see that because of emotional management decisions and lack of process

control system, delegation has not been properly done, because the director feels he would lose his control over things and conditions and prefers to be the final decision maker. This is the stage that involves the founder in a serious crisis, because the organization is ready to become alien with its founder. So if the delegation is done through following regulations and written properly, the organization has the chance to pass through this stage and become mature. Otherwise, with the interference of managing director with all affairs, lack of legislation and official policy or violating the laws and written regulations, the organization will be engaged in "trap of founder" and cannot make the transition to the next stage.

The Organization B has grown so large that the administration has become specialized and can no longer be administrated by one person. Relying on written laws and regulations, the organization has delegated the authority and has passed through it with respect of the hierarchy. This means that it has successfully passed the founder trap. But the important point is that organizational behavior and respect between employees, and managers of both organizations has changed and creative, innovative and entrepreneurial people intend to leave the organization or have been dismissed. The leave of these people can result in serious effects. The Organization B has been affected by premature aging. It is possible that efficiency increases for a short period of time, but there the required effectiveness does not exist. Under these conditions the behavioral paradigm is gone from the organization, and with this effect at puberty, then the organization will lose potential to go to next level and does not go to the evolution phase. Both organizations have the potential to enter the next stage. Organization A will have a good future by managing the delegation and can seize the conditions to enter maturity by creating a control system and not be stuck in the founder trap. But Organization B will face with crisis with respect to the matters mentioned, and will not expect good conditions.

7. Conclusion

By examining Organizations A and B, it was tried to specify their original position on the organizational life chart. The existing problems were also evaluated in their current situation. Organization A by maintaining its position at rapid growth stage and by determining the rules and the authority provides the possibility to grow. At this stage, since P is stabilized before, E should be developed to come up with new ideas and creativity and grow. For Organization B, the possibility of changing the goals is established at maturity, because changing the professional leadership and management toward better quality may make the founder leave the organization. In this case, the organization will not benefit from creative thinking of the co-founders and will suffer from premature aging and PaEi will change to PAEi. Now errors and incorrect functions of the organization are specified and from now on the manager/director with the help of local/external consultants can make more rational decisions in order to adopt the related strategy (reduction - stop - Increase) toward mission and goals of development. Organization's mission is properly determined and the position of the organization on BCG matrix and how to enter into market and communicate with customers becomes clear. Taking advantage of the marketing strategies, how to create value in the long term and identification of profitable chances will be possible (Mohammadzadeh, article, website)

After determining the position of the organization with help of price leadership strategy, centralization and focus strategy, decisions may be made on the process of production, planning to increase product quality, the to determine the exact target market (Porter, 1999). Considering the current atmosphere of the economy of iran and the world it can be concluded that Organization A should consider offensive strategies by examining numerous environmental opportunities and domestic powers. Accordingly, steps can be taken forward by entering the foreign currency markets. With respect to the internal strengths and major environmental threats in the B Organization, the diversity strategy can open a new window to the organization. Research proposed to be done in future include the clarification of the profitability relationship at each stage of the life cycle of the organization and checking the satisfaction of employees in each of the stages of the life cycle of the organization.

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